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Executive Registry

77-10419

DCI/IC 77-2399

1 DEC 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM: John N. McMahon
Acting Deputy to the DCI for
the Intelligence Community

SUBJECT: Report to the Senate Select Committee (Intelligence)
(SSCI) on Improving the Quality of Analysis []

25X1

1. Action Requested: [] That you approve the subject report and sign its letter of transmittal to the SSCI.

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2. Background:

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a. [] The SSCI classified report on the FY 1978 NFIP budget requested a substantial number of studies be furnished the SSCI by November 1977. One such study was a report on steps to be taken to improve the quality of the Community's analytic work. The SSCI asked that the report cover objectives, goals and plans in sufficiently specific terms to enable an evaluation of actions requested in the FY 1979 budget. Twelve specific subjects were to be addressed:

- the balanced use of all sources of intelligence;
- the use of outside experts and contractors;
- the development of area specialists' programs;
- the utilization of clandestinely acquired data;
- the value and use of unclassified data;
- the role of libraries and reference facilities;
- the impact of security restrictions on access to data;
- improving analytic techniques, both quantitative and qualitative;
- the grade levels and promotion opportunities for analysts in each agency;

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MORI/CDF Pages
1-3

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JECT: Report on Improving the Quality of Analysis for the
Senate Select Committee (Intelligence) (SSCI) ☐

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- the role of adversary processes in improving the
quality of products;

- the role of presentational techniques; and

- the use of products--particularly national
intelligence estimates--by consumers.

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b. ☐ The requested report, together with a letter of
transmittal for your signature, is attached.

c. ☐ The report addresses all of the points of interest
outlined in the SSCI request. However, in accordance with estab-
lished policy, dollar figures relating to the report, as well as
the twelve subjects of specific SSCI interest, were scrubbed out of
the text, pending approval of the FY 1979 NFIP budget.

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d. ☐ Based on currently available data, your recommended
NFIP budget includes approximately ☐ for actions which
program managers perceive as furthering the goal of higher quality
analysis. These actions are apportioned among various Consolidated
Decision Unit Packages as follows:

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Consolidated Decision Units	\$(K)	%	Total Budget
Production	<input type="checkbox"/>		
Production Support			
ADP			
Other Support			
TOTALS			

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Thus, proposed actions to improve the quality of analysis
account for approximately 22 percent of the total NFIP produc-
tion, production support and ADP budget ☐

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☐ The major portion of the ☐ is con-
centrated in the following areas of SSCI interest:

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SUBJECT: Report on Improving the Quality of Analysis for the
Senate Select Committee (Intelligence) (SSCI) [redacted]

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- Improving analytic techniques - [redacted]

- Outside experts/contractors [redacted] and

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- Use of unclassified data/libraries/reference
facilities - [redacted]

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3. Staff Positions: [redacted] The report was prepared by the IC Staff (OPEI) based on inputs provided by Community elements (NFAC, CIA/ORD, DIA, NSA, USA, USN, USAF, USMC, DOE, and State/INR) and other IC Staff offices. A draft of the report was circulated for comment (not concurrence) to the contributors. Their comments and modifications have been accommodated wherever possible in the report. No significant disagreements in substance have been voiced. 25X1

4. Recommendations:

a. [redacted] That you review and approve the report and sign the letter of transmittal to the Chairman of the SSCI. 25X1

b. [redacted] That, if you approve a, authorization be granted to provide an information copy to the House Permanent Select Committee on Intelligence. 25X1

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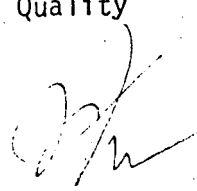
[redacted]
[redacted] John N. McMahon

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Attachments:

- 1 - Letter of transmittal to the SSCI
- 2 - Report on Improving the Quality of Analysis

APPROVED:


Director of Central Intelligence

DISAPPROVED:

Director of Central Intelligence

DATE:

27 DEC 1977

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The Director of Central Intelligence

Washington, D. C. 20505

27 December 1977

The Honorable Daniel K. Inouye, Chairman
Select Committee on Intelligence
United States Senate
Washington, D.C. 20510

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Dear Mr. Chairman:

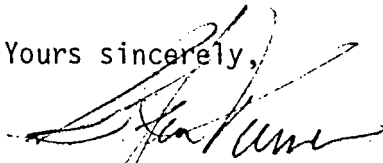
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In your Committee's report [REDACTED]
[REDACTED], a request was made for a series of studies
to be conducted by the Community.

I am forwarding the requested report dealing with steps to be taken
to improve the quality of analytic work. While this report addresses 25X1
all of the points of interest outlined in the Committee's request,
specific dollar figures [REDACTED] have been
omitted, pending White House approval of the budget.

On the basis of discussions with the NSC Policy Review Committee, I
have directed my staff to prepare a comprehensive five-year program, as
an element of the CY 1978 program development cycle, to further strengthen
the quality of analytical products.

Yours sincerely,



STANSFIELD TURNER

Enclosure:
Quality of Intelligence Analysis

DOWNGRADED TO UNCLASSIFIED
UPON REMOVAL OF ATTACHMENT

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